

## Actualization of Situational Leadership in Handling Covid-19 and National Economic Recovery to Improve Community Welfare in the Context of Realizing a Resilient Indonesia

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### ABSTRACT

*This paper aims to find out the problem of actualizing situational leadership in handling Covid-19 and national economic recovery to improve people's welfare in the context of realizing a resilient Indonesia. Before the data was analyzed, the data normality test was performed using the Kolmogorov-Smirnov test. In addition, several classical assumption tests were carried out, namely the heteroscedasticity test and the autocorrelation test. Tests on the validity and reliability of the data were carried out to determine the validity of the questionnaire to the study's objectives and show the measuring instrument's consistency in measuring the same symptoms. Then, the hypothesis test was carried out with multiple linear analyses by comparing the results of t count (t-hit) against t table (t-tab).*

*Keywords: leadership actualization, handling of covid-19, economic recovery*

### INTRODUCTION

Leadership is a very important force behind the power of various organizations, and that to create an effective organization, the scope of work on what they can achieve, then mobilize the organization to change towards a new vision. It is true that a leader, both individually and as a group, cannot possibly work alone but requires a group of other people known as subordinates. Who are driven so that the subordinates give their dedication and contribution to the organization, especially in handling Covid-19 and National Economic Recovery (PEN) effectively and efficiently to create prosperity in the context of a strong Indonesia?

According to Hersey and Blanchard, leaders with their theory of situational leadership state

that a leader's leadership style will vary, depending on the level of readiness of his followers. The fundamental understanding of this theory is that there is no best leadership style. Effective leadership is dependent on task relevance, and almost all successful leaders always adapt the right leadership style. In the current situation of the Covid-19 pandemic, there are still leaders who do not apply the leadership style correctly, but this cannot be blamed because there are leaders who are born from politics, in this case, democratic elections.

Werren Bennis & Burt Nanus said that what is more important is effective leaders and ineffective leaders and effective organizations and ineffective organizations. Hersey and Blanchard state that leadership styles are consistent behavioral patterns in working with others as

perceived by these people. To realize prosperity and towards a strong Indonesia, a leader is needed who can carry out as a leader and knows the readiness of his followers in carrying out the orders given by the leader, both individually and in organizations.

### Legal Basis

- a. Presidential Decree No. 7 of 2020. Presidential Decree on the Task Force for the Acceleration of Handling Corona Virus Disease 2019 (Covid-19). The reasons behind the issuance of this Presidential Decree are:
  - 1) That the spread of Corona Virus Disease 2019 (Covid-19) in the world tends to continue to increase from time to time, causing greater casualties and material losses and has implications for social, economic, and community welfare aspects.
  - 2) That the World Health Organization (WHO) has declared Covid-19 a Pandemic on March 11, 2020.
  - 3) Certain circumstances have occurred with the transmission of Covid-19 in Indonesia, whose impacts need to be anticipated.
  - 4) That is the context of accelerating the handling of Covid-19; it is necessary to take quick, precise, focused, integrated, and synergistic steps between ministries/agencies and local governments.
  - 5) That based on the considerations as referred to in letter 1), letter 2), letter 3), and letter 4), it is necessary to stipulate a Presidential Decree concerning the Task Force for the Acceleration of Handling Corona Virus Disease 2019 (Covid-19).
- b. PP NO 43 2020. Government regulation governing the implementation of the National Economic Recovery Program to support the State Financial Policy for Handling the Corona Virus Disease 2019 (COVID-19) Pandemic and facing Threats that Endanger the National Economic and Financial System Stability and Rescue National Economy. The background in the government regulation is to implement the provisions of Article 11 paragraph (7) Government Regulation in Lieu of Law Number 1 of 2020 concerning State Financial

Policy and Financial System Stability for Handling the Corona Virus Disease 2019 (Covid19) Pandemic and in the framework of Facing Threats That Endanger the National Economy and Financial System Stability.

Furthermore, the objective of the government regulation is to protect, maintain and improve the economic capacity of business actors, including micro, small and medium enterprises, in running their business. The implementation of the PEN Program is expected to minimize the occurrence of layoffs by the business world due to the impact of the Corona Virus Disease 2019 (Covid-19) pandemic. In general, this Government Regulation contains the main material, namely:

- 1) Principles that must be guided and implemented in the implementation of the PEN Program.
- 2) The mechanism for formulating and determining policies and strategies for implementing the PEN Program, including setting priorities for business sectors or sectors affected by the Corona Virus Disease 2019 (Covid-19) pandemic.
- 3) Implementation of the PEN Program through PMN, Fund Placement, Government Investment, and Guarantee.
- 4) Economic recovery through state spending, which among others, is carried out through interest subsidies.
- 5) The PEN program financing is to provide clarity on the source of the PEN Program funding.
- 6) Reporting, monitoring, and evaluation for good governance in the implementation of the PEN Program.

### Theoretical basis

Hersey and Blanchard's theory of situational leadership. Hersey and Blanchard's Situational Leadership Theory is a theory which states that a leader's leadership style will vary, depending on the level of readiness of his followers. The fundamental understanding of this theory is that there is no best leadership style. Effective leadership is dependent on the relevance of the task, and almost all successful leaders always adapt the right leadership style. Leadership

effectiveness is a matter of influence on individuals and groups and depends on the task, job, or function required as a whole. Thus the situational leadership approach focuses on the phenomenon of leadership in a unique situation. There are three skills needed in situational leadership,

## METHOD

The method used in this paper is the descriptive analysis method. The approach used is a comprehensive systematic by considering the influencing factors and using a literature study approach and assignment experience. The scope will discuss problems based on national leadership that is in favor of the people's welfare so that national goals can be achieved

## RESULT and DISCUSSION

### Present condition

The magnitude of this virus's impact has become a great enemy of human existence throughout the world; even now, the spread of Covid-19 is still growing. The large-scale outbreak and the uncertainty that led to a prolonged decline in the value of the economy made it difficult for leaders to cope. It becomes a challenge for a leader's preparedness in dealing with every possibility that occurs, including dealing with and the impact it causes; therefore leaders, when a crisis occurs, is not a pre-planned response, but behavior and mindset that can prevent an overreaction to a crisis. and how to face the challenges ahead.

They were responding to the above in order to find out the problem of actualizing situational leadership. Before the data was analyzed, the data normality test was performed using the Kolmogorov-Smirnov test. In addition, several classical assumption tests were carried out, namely the heteroscedasticity test and the autocorrelation test. Tests on the validity and reliability of the data were carried out to determine the validity of the questionnaire to the study's objectives and show the measuring instrument's consistency in measuring the same symptoms.

Then, the hypothesis test was carried out with multiple linear analyses by comparing the results of t count (t-hit) against t table (t-tab).

- a. H0: Community sentiment during the Covid-19 pandemic and the economy has no significant positive effect on situational leadership.
- b. H1: Community sentiment during the Covid-19 pandemic and the economy has a significant positive effect on Situational Leadership

The proposed hypothesis is undirected, so a 2-tailed normal distribution graph is used with a significance level of 5 percent ( $\alpha=5\%$ ). This study uses the Independent T-Test. The T-test is used for the partial test, which means measuring the effect of the independent variable on the dependent variable. Independent Analysis T-Test can be done by comparing t count with t table. If t count > t table means that there is a significant influence between the independent variable (X) on the dependent variable (Y) in other words, H0 is rejected, or H1 is accepted, as well as from opinion data and respondents' income collected through questionnaires, researchers conduct analysis based on analytical theory quantitative data. The data analysis model in this paper consists of the following components:

### a. Data Condensation

The data collected is then reduced by selecting, focusing, and simplifying the close to the whole. The data are summarized into a simpler form and take keywords from the existing data so that it is easier to conclude.

### b. Data Presentation

The data that has been condensed is then organized, unified, and presented from the inferred information. The presentation of the data helps the reader to understand the context of the research.

### c. Conclusion Drawing

Researchers conclude the data condensation that has been done—the conclusion is drawn described the answer to the quantitative analysis of the opinions and statements of the respondents.

Researchers distributed questionnaires to 210 respondents with a return rate of 100%. Of

the 210 questionnaires received, only 153 questionnaires can be processed by considering the target respondents who meet the seven areas most affected by the Covid-19 pandemic used as samples (purposive sampling). Researchers scored the questionnaires received based on the group of questions asked. The researcher asked 25 questions and had passed the validity-reliability test. The following table of total scoring has been done.

a. Validity test

The validity test was conducted to obtain confidence in the extent to which the questions on the questionnaire were able to reveal something that would be measured in the study. Validity tests are managed with the latest version of SPSS, namely SPSS 26.

Table 1. Validity Test of Community Sentiments

Question Number-	Sig. Value	Sig. Rate	Conclusion
X1	0.000	0.05	valid
X2	0.000	0.05	valid
X3	0.000	0.05	valid
X4	0.000	0.05	valid
X5	0.000	0.05	valid
X6	0.000	0.05	valid
X7	0.000	0.05	valid
X8	0.000	0.05	valid
X9	0.000	0.05	valid
X10	0.000	0.05	valid
X11	0.000	0.05	valid
X12	0.000	0.05	valid
X13	0.000	0.05	valid
X14	0.000	0.05	valid
X15	0.000	0.05	valid
X16	0.001	0.05	valid
X17	0.000	0.05	valid

Based on the table above, it can be concluded that the 17 questionnaire questions related to public sentiment towards situational leadership

have met the validity requirements or declared valid and can be used in this study (sig. value < sig. rate).

Table 2. Situational Leadership Validity Test

Question Number-	Sig. Value	Sig. Rate	Conclusion
Y1	0.000	0.05	valid
Y2	0.000	0.05	valid
Y3	0.000	0.05	valid
Y4	0.000	0.05	valid
Y5	0.000	0.05	valid
Y6	0.000	0.05	valid
Y7	0.000	0.05	valid
Y8	0.000	0.05	valid

Based on the table above, it can be concluded that the eight questionnaire questions related to current situational leadership have met the validity requirements or declared valid and can be used in this study (sig. value < sig. rate).

b. Reliability Test

The reliability test was conducted to determine the consistency of the measuring instrument in measuring the same symptoms. The reliability test of this study used the Cronbach Alpha coefficient. The instrument is declared reliable if it has a Cronbach Alpha coefficient value > 0.7.

Variable	Cronbach Alpha	Required Rate	Conclusion
Society (X)	0.846	0.700	reliable
Leadership (Y)	0.710	0.700	reliable

Based on the reliability test results, the research variable has a Cronbach Alpha coefficient value > 0.7. It shows that all items variables X and Y are reliable.

c. Classic assumption test

1) Normality test

Normality testing uses Kolmogorov-Smirnov to determine whether the data obtained are normally distributed.

	Unstandardized Residual	
N		153
Normal Parameters.b	mean	0.0000000
		3.87553004
Most Extreme Differences	Absolute	0.045
	Positive	0.045
	negative	-0.024
Kolmogorov-Smirnov Z		0.552
asymp. Sig. (2-tailed)		0.920

Based on the results of the Kolmogorov-Smirnov test, it can be concluded that the data obtained with the questionnaire were normally distributed with the Asymp Sig value. (2-tailed) of 0.920 is greater than sig.rate (0.920 > 0.05).

2) Heteroscedasticity Test

The heteroscedasticity test was used to test an inequality of variance from the residuals for one observation to another in the regression model.

Model	Unstandardized Coefficient	Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta		
1 (Constant)	5.117	1.344	3.808	0.000	
Public	-0.033	0.022	-0.124	-1.541	0.125

Based on the results of the heteroscedasticity test, the significance value is  $0.125 > 0.05$  (2-tailed). So it can be concluded that all model variables are free from heteroscedasticity.

### 3) Autocorrelation Test

The autocorrelation test uses the Durbin-Watson test. Regression is declared good if it is free from autocorrelation symptoms. Positive or negative detection can be carried out with the following conditions:

Positive autocorrelation detection:

- a) If  $dw < dL$ , then there is a positive autocorrelation,
- b) If  $dw > dU$ , then there is no positive autocorrelation.
- c) If  $dL < dw < dU$  then the test is inconclusive or inconclusive.

Negative autocorrelation detection:

- a) If  $(4 - dw) < dL$  then there is a negative autocorrelation,
- b) If  $(4 - dw) > dU$  then there is no negative autocorrelation,
- c) If  $dL < (4 - dw) < dU$  then the test is inconclusive or inconclusive.

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	0.353a	0.124	0.119	3.888	0.124	21,450	1	151	0.000	2.165

It can be seen in the SPSS results above; the Durbin-Watson test produces a Durbin-Watson (DW) value of 2.165. With  $T = 153$  and  $K = 1$ , then the numbers  $dL = 1.7226$  and  $dU = 1.7488$  are obtained. Positive autocorrelation detection states that  $dw$  meets the condition "no positive autocorrelation" ( $DW > dU$ ), and the detection of negative autocorrelation stated that  $dw$  met the condition "no negative autocorrelation" ( $4 - DW > dU$ ). Based on the detection results, it can be concluded that the regression is free from autocorrelation symptoms.

Information:

- Q: number of samples
- K: number of independent variables
- dL: Lower Durbin

dU: Upper Durbin

### 4) Multiple Linear Regression Test (Independent T-Test)

The t-test was conducted to test the hypothesis. If the significance value of the t-test  $< 0.05$ , it can be concluded that  $H_0$  is rejected, and there is a significant effect between the independent variables on the dependent variable. Meanwhile, if the value of  $t_{hit} > t_{tab}$ , it can be concluded that the effect is the same, that there is a significant relationship between the independent variable and the dependent variable.

Based on the t-table, with degree of freedom ( $df = 151$  and sig. rate = 5% (2-tailed) the value of  $t$  ( $t_{tab}$ ) is 1.97580.

Model	Coefficients <sup>a</sup>				t	Sig.
	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta			

1	leadership	18,466	2.228		8,290	0.000
	Public	0.166	0.036	0.353	4,631	0.000
a. Dependent Variable: Leadership						
Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	0.353a	0.124	0.119	3.888		
a. Predictors: (Constant), Society						

The regression equation from the table above. The positive regression coefficient shows a unidirectional change between the independent and dependent variables. The constant value is 18.466, and positive indicates the independent variable is constant or does not change, then the leadership has increased by 18.466 because other variables are not used in this study. The community regression coefficient of 0.166 indicates that the community has increased by one, so leadership will increase by 0.166 units assuming that the independent variables are constant. The multiple correlation coefficient (R) is 0.353, which indicates that the public sentiment variable (X) has a fairly strong relationship of 35.3% to the leadership variable (Y). The coefficient of determination (R<sup>2</sup>) shows how strongly the independent variable can explain the dependent variable.

Based on the results of the t-test, the value of sig 0.000 < 0.005 and t-hit (4.631) > t-tab (1.976). So it can be concluded that society has a significant positive effect on leadership. This negative society has an impact on Covid-19. Indonesian people who are worried about economic conditions during the Covid-19 pandemic have a situational influence on leadership. People's exaggerated attitudes towards the pandemic affect leadership. The Indonesian people are worried and feel that the economic condition is unstable and has worsened due to the pandemic. The pandemic also makes people assume that economic conditions will not be stable before this pandemic ends. People are also sentimental towards situational leadership. Indonesia's economy is getting weaker during the pandemic, making people worry. The leadership that continues to weaken the economy during this pandemic makes people assume that the leader

is weakened due to the pandemic and will not return to stability before the pandemic ends. The community also needs situational leadership that can prosper and creates a strong Indonesian economy. Seeing this, situational leadership must play an important role in the current economic conditions, and the Covid-19 pandemic community members who are obedient and not excessive will positively impact the interests of the expected situational leadership. The community also needs situational leadership that can prosper and creates a strong Indonesian economy. Considering this, situational leadership must play an important role in the current economic conditions, and the Covid-19 pandemic obedient, and not excessive society will later positively impact the expected situational leadership interests. The community also needs situational leadership that can prosper and creates a strong Indonesian economy. Seeing this, situational leadership must play an important role in the current economic conditions and the Covid-19 pandemic. Obedient and not excessive society will later have a positive impact on the expected situational leadership interests.

### Problems found

Based on the analysis data above in handling Covid-19 and an unstable economy. Indonesian people expect situational leadership to take the right steps. However, the problems that occur are the current leader is not as expected as listed below:

- a. Lack of coordination between the central government and local governments
- b. Some regional leaders do not carry out the instructions of the central leadership
- c. The local government is not responsible for the assigned tasks

It is necessary to make efforts and decisions taken accurately and precisely to get the hope of the vision and mission of the successful handling of Covid-19 and the return of a stable economy to achieve a resilient Indonesia.

### **Influencing Factors**

#### **a. External**

##### **1) Community Concern**

Implementing health protocols, namely using masks, washing hands with soap, and maintaining social distance, should be done simultaneously. When one of them is not implemented, the corona virus's potential is still quite high. The spokesman for the Covid-19 Handling Task Force, Wiku Adisasmito, reminded us that it is important for the community to continue to apply health protocols in any situation. Especially when in a situation with a high crowd rate. Head of the Behavior Change Division of the Covid-19 Handling Task Force, Sonny Harry B Harmadi, revealed that of the three things regulated in the implementation of the health protocol, the community was said to be still not compliant with the implementation of the protocol to maintain social distance, according to him, the data for the past week nationally wearing masks throughout Indonesia almost 85 percent on average.

##### **2) The number of diverse layers of society**

Indonesia is a large country and has around 270,02 million in the BPS census data in September 2020. From this number, there are several advantages and disadvantages. Especially in dealing with Covid, providing education, instructions, and understanding about adapting new habits received various responses; diverse societal levels greatly affect behavior change and make it a side that needs attention for handling Covid 19.

##### **3) Community economic motivation**

During the Covid pandemic, the PSBB has now been in effect for one year. The PSBB provisions by the government during the pandemic are appropriate with restrictions on activities in public places, places of worship, and those that cause crowds. On the one hand, the daily economic needs of the community must still be met. Problems arise when the government

cannot assist at all levels of society, especially the lower middle class, to fulfill their economic needs, while the community is prohibited from conducting crowd activities. Meanwhile, the community's economic activities have been through interaction with each other. This problem is certain to violate health protocols potentially and needs to be monitored and educated intensively.

#### **b. Internal**

##### **1) Coordination**

Public policy observer Trubus Rahardiansyah assessed that the case of the Coronavirus was only one example. Because, if we look further, this coordination weakness has occurred since the post-reformation era, once regional autonomy was implemented. He considers that it is often difficult for the central government to take strategic policies because each region has its policies. So that the central government also does not dare to set a lockdown policy in an area. Apart from economic considerations, another thing is related to social unrest. Moreover, the lockdown can trigger social protests because it can affect the community's economy. This social protest is what the government is trying to avoid while handling the corona outbreak.

##### **2) Law Enforcement/Regulation**

Disagreements between the center and regions have been going for quite a long time, even since the reform era. There are various things at issue. It was starting from policies regarding investment, resource utilization, regions, and more. It is not uncommon for this conflict to end up in court. Many regional heads have requested a judicial review of the 1945 Constitution at the Constitutional Court. At first glance, this seems unethical to do. First, in the Elucidation of the Regional Government Law, it is explained that Indonesia does not recognize regional sovereignty as a unitary state. Therefore, regardless of the extent of the autonomy granted to the regions, the final responsibility for administering regional government will remain in the hands of the false government. Second, the Regional Head is, after all, a representative of the central government. It confirms by Government Regulation no. 33 of 2018 concerning the Implementation of the Governor's Duties and Authorities as a Representative of the Central

Government. However, it should be remembered, regarding the practice of submitting applications for judicial review by Regional Heads, Article 51 paragraph (1) of Law 24 of 2003 concerning the Constitutional Court opens space for state institutions to apply for judicial review. So even though it looks unethical, it is legally permissible. It means that local governments indirectly have the authority to make policies and are regulated by law. Besides, differences of opinion are common in democracies. Differences of opinion expressed by various political figures from various classes are the essence of democracy itself.

### 3) Poor leadership

By Article 67 paragraph (1), letter b of Law Number 23 of 2014 concerning Regional Government, it is emphasized that every regional head and deputy regional head must comply with all laws and regulations. President Joko Widodo was previously known to have signed Government Regulation No. 21 of 2020 concerning Large-Scale Social Restrictions in the Context of Accelerating the Handling of Covid-19. However, even though there are regulations that regulate activities to prevent the spread of Covid-19, there are not a few activities that still ignore the health protocols that have been made. An example of a case in September 2020, the Regent in the Southeast Sulawesi province, namely the Regent of Wakatobi Arhawi, the Regent of West Muna Laode Muhammad Rajiun Tumada, and the Regent of Muna LM Rusman Emba, received a strong reprimand from the Minister of Home Affairs for violating health protocols and creating crowds. The three of them are incumbent candidates who are running again for regional heads in the 2020 Pilkada. Due to the importance of political issues in gathering support but ignoring health protocols in Southeast Sulawesi alone, 1,623 cases were exposed for September 2, 2020.

## Opportunities and Obstacles

### a. Opportunity

For a leader, during a pandemic is an opportunity to show skills and provide the art of leadership in handling Covid 19 cases. If successful, it will be an achievement in itself but

requires real efforts by implementing solutions to the situation during the pandemic.

### b. Obstacles (things that hinder)

Some of the obstacles that exist in handling Covid 19 include:

- 1) There is an economic influence related to the impact of implementing policies during the pandemic
- 2) Regulations of the central government and local governments have the potential to overlap with regional autonomy.
- 3) Supervision of the implementation of the PSBB provisions is faced with the number of residents and strata of society

## Expected Situational Leadership Conditions

a. There is good coordination between the central government and local governments so that the implementation of the Covid-19 and PEN handling program can be carried out properly; this is not as easy as conveying that there are obstacles in its implementation. In a government, sometimes a leader cannot adjust to the existing conditions; some even feel like a ruler because the people elected him.

If we look at the contents of Presidential Decree 7 of 2020 concerning the Task Force for the Acceleration of Handling Corona Virus Disease 2019 (Covid-19), in Article 2, it is stated that the Task Force for the Acceleration of Handling Covid-19. In the article, the President is responsible to the President, and it is stated that the President is to be in charge of implementing the program by forming a Covid-19 task force led by Lieutenant General (Ret.) Doni Munardo. The Covid-19 Task Force that was formed aims to be as written in Article 3 of Presidential Decree No. 7 of 2020, namely:

- 1) They are improving national resilience in the health sector.
- 2) They are accelerating the handling of Covid-19 through synergies between ministries/agencies and local governments.
- 3) Increase the anticipation of developments in the escalation of the spread of Covid-19.
- 4) Increase the synergy of operational policymaking.
- 5) Increase readiness and ability to prevent, detect and respond to COVID-19.

b. All regional leaders can carry out instructions from the central leadership, the central government in implementing regional autonomy related to the policies taken to administer the government using decentralization, co-administration, and deconcentration by statutory regulations. The central government has several authorities, including national planning and control of macro-national development, financial balancing funds, and the state administration and state economic institutions.

c. Responsible for the tasks assigned by the central leadership, a good regional head must be responsible for carrying out orders from the center and can give measurable orders so that followers can carry out the tasks given clearly and responsibly. In decision making, the leader must be a good listener, a good listener especially when people around come to ask for advice and share. They consciously come to speak because they know that, will listen, and what they have to say will be appreciated. As a leader, he does not immediately provide solutions but focuses on guiding and advising so that the person himself finds the solution and lives it. In finding these solutions, we must come out of the box and always have the foresight and have extensive knowledge to be relied on to provide solutions. So, a responsible leader is a leader who remains steadfast and can think tactically to accept all the risks that arise from the decisions taken. Leaders are always big-hearted, accept criticism, and always take responsibility for all the decisions they make. Furthermore, never looking for a scapegoat or blaming the people around him. A responsible leader is a leader who remains steadfast and can think tactically to accept all the risks that arise from the decisions. Leaders are always big-hearted, accept criticism, and always take responsibility for all the decisions they make. Moreover, never looking for a scapegoat or blaming the people around him. A responsible leader is a leader who remains steadfast and can think tactically to accept all the risks that arise from the decisions. Leaders are always big-hearted, accept criticism, and always take responsibility for all the decisions they make.

Furthermore, never looking for a scapegoat or blaming the people around him.

### **Success Indicator**

A leader has duties and responsibilities that are quite heavy, and to be able to carry out their functions optimally, leaders need to apply the right leadership style. However, it does not just stop at the right leadership style; but the applied leadership style must also be effective. Effective leadership depends on the interaction between the situation and the leader's behavior. This information refers to the conclusion that the situational leadership style is an effective leadership style that a leader can apply to improve the welfare of the community because the situational leadership style is a leadership style that is adapted to the maturity level of subordinates about certain tasks, which is the level of maturity of subordinates in their work. It includes knowledge, skills, experience, and psychology. The situational leadership style of the Head of BNPB as the head of the Covid-19 task force and the chief executive of the PEN program in carrying out his leadership in realizing community welfare can be measured through four leader behaviors in the Situational Model, namely:

- a. Leaders who can define the roles required to perform tasks and tell followers what, where, how, and when to perform their tasks.
- b. Leaders who can provide structured instructions for their subordinates must also be supportive.
- c. Leaders who can interact between leaders and subordinates where the leader and subordinates share in decisions about how best to complete tasks well.
- d. Leaders who can hand over responsibility for the implementation of work to subordinates to carry out work effectiveness.

### **Solution to problem**

- a. Policy

The term policy, or rather public policy, we have often heard in our daily lives. There are many limitations or definitions of what is meant by public policy. One of the definitions given by Robert Eyestone in Budi Winarno defines public policy as "the relationship between government

units and their environment." Many people think that the definition is still too broad to understand because what is meant by public policy can cover many things. As quoted by Islamy, Thomas R Dye defines public policy as whatever government chooses to do or not to do (whatever the government chooses to do or not to do). This definition emphasizes that public policy is about the realization of "action" and is not a mere statement of the will of the government or public officials. In addition, the government's choice not to do something is also a public policy because it has the same effect (impact) as the government's choice to do something.

The policy is a series of concepts that serve as guidelines and the basis for answering the problem of writing this task force, in this case, the actualization of situational leadership in handling Covid-19 and national economic recovery from existing problems, namely the lack of central and regional coordination in handling Covid-19 and PEN. There are leaders in the regions who do not carry out the instructions of the central leadership in this case, BNPB in the implementation of handling Covid-19 and PEN, and there are regional heads who are not responsible for the tasks given by the central government in handling Covid-19 and PEN. In this paper, with the three existing problems, the policy is formulated as follows:

- 1) Policies in overcoming the lack of central and regional coordination in handling Covid-19 and PEN. Observerpublic policy Agus Pambagio in a statement on [kompas.com](http://kompas.com), considered that local governments should not be given strategic policies related to handling the Covid-19 outbreak in Indonesia. According to Agus, the most appropriate is that the central government coordinates all handling policies through the task force that has been formed. "That is, the easiest area is to collect data; the information is directly given to the center to be processed and decided.

The policy is to give authority to the regions to overcome or deal with Covid 19 in the regions first without carrying out the bureaucratic process first. However, it is done without ignoring the central government as a form of maximizing services to the community related to the impact of Covid-19. In addition, the regional government is more

aware of the existence of people who are directly affected, in handling the regional government continues to coordinate until the implementation is complete so that the center can know what the regions have done and which results in the emergence of major responsibility can be completed by the center. For example, some people are affected by Covid-19, the regional government, through the regional head, directly carries out inspections and quarantines and treatment of infected people without having to wait to report and receive orders for handling, which and bureaucracy that takes time. This policy is carried out as a form of the decision in the form of a policy. A leader must know the condition of his followers in carrying out the handling of Covid-19.

In PEN, which is the central government's authority, the implementation of PEN is more focused and can run well in coordination between the central government and local governments. It is related to the system created and involves stakeholders BUMN-BUMN and OJK in the implementation up to the supervision. Although the implementation of PEN even though it can run well in general, there were problems at the beginning, namely related to the data on beneficiaries of PEN, but these problems can be solved by the policy taken by applying to identity card data. Why is the use of identity cards as a basis a policy? Because In this case, no regulation regulates the use of identity the card as data in the benefits of distributing PEN, which previously was still based on manual data from village officials, but this is not the main problem related to coordination between the central and local governments. It is a form of optimizing a leader who knows the obstacles and looks for solutions in policies so that the objectives are still implemented even though there are no official rules. Situational leadership style plays a very important role in this, by knowing the readiness of followers to apply the leadership style by considering the readiness of their followers.

- 2) The policy is to overcome the presence of leaders in the regions who do not carry out the instructions of the central leadership, in this case, BNPB, in the implementation of handling Covid-19 and PEN. In the implementation of governance

in Indonesia, it has been divided into responsibilities, both the central government and local government authorities. The authority of the central government is determined to include:

- a) Foreign policy
- b) Defense
- c) Security
- d) Justice
- e) National monetary and fiscal
- f) Religion

By looking at the central government's authority above, the health factor is not included in the central government's authority, so it is the regional authority in carrying out the authority related to health problems. The Covid-19 pandemic was declared a disaster based on Presidential Decree 12 of 2020 concerning the Determination of Non-Natural Disasters for the Spread of COVID-19 as a National Disaster, which President Joko Widodo stipulated in Jakarta on April 13, 2020, and Presidential Decree 11 of 2020 concerning the Determination of the Corona Virus Public Health Emergency. Disease 2019 (COVID-19) states that the number of deaths due to the Coronavirus has increased and spread across regions and between countries and impacts the political, economic, social, cultural, defense, and security conditions welfare of the Indonesian people.

The implementation is still found in regional heads who do not carry out the central government's instructions in handling Covid-19. As representatives of the government, regional Heads feel selfish and as rulers in areas chosen by the people in their regions and lack understanding in the regulations issued as umbrellas in handling Covid-19 and PEN. Seeing this phenomenon, the central government gave sanctions as a form of policy as conveyed by the Minister of Home Affairs Tito Karnavian by issuing instructions Number 6 of 2020 concerning Enforcement of Health Protocols for Controlling the Spread of Covid-19. The instruction contains things that governors and regents, or mayors must do in handling the Covid-19 pandemic. In the first point, regional heads were asked to consistently enforce health protocols to prevent the spread of Covid-19 in their respective regions. The Minister of Home Affairs alluded to the

dismissal of regional heads who did not support the central instructions to deal with Covid-19. In the Instruction of the Ministry of Home Affairs, it is stated that the first point is in the form of wearing masks, washing hands properly, maintaining distance, and preventing crowds that have the potential to violate health protocols. In the second point, regional heads are asked to take proactive steps to prevent the transmission of Covid 19 and not only act responsively or reactively. Prevention can be done humanely, and activities including crowd dispersal are carried out firmly and measured as a last resort. Then the third point, Regional heads are asked to be role models for the community in complying with the Covid-19 protocol, including not participating in crowds that can violate health protocols. At the same time, the fourth point contains sanctions for regional heads who do not comply with statutory regulations, including health protocols. The sanctions are by Article 78 of Law Number 23 of 2014 concerning Regional Government. In Article 78, sanctions for regional heads who do not comply with statutory regulations will be dismissed; as stated in the article as follows, regional heads or deputy regional heads stop because While the fourth point contains sanctions for regional heads who do not comply with statutory regulations, including health protocols. The sanctions are by Article 78 of Law Number 23 of 2014 concerning Regional Government. In Article 78, sanctions for regional heads who do not comply with statutory regulations will be dismissed; as stated in the article as follows, regional heads or deputy regional heads stop because While the fourth point contains sanctions for regional heads who do not comply with statutory regulations, including health protocols. The sanctions are by the provisions of Article 78 of Law Number 23 of 2014 concerning Regional Government. In Article 78, sanctions for regional heads who do not comply with statutory regulations will be dismissed. As stated in the article as follows, regional heads or deputy regional heads stop because:

- a) Die
- b) Own request
- c) Dismissed

The sanction is clear in the law, dismissed. However, in its implementation, regional heads

who do not carry out orders from the central government are not immediately dismissed but are given a policy in the form of a written warning and promises not to repeat it. This policy was implemented because during the current Covid-19 pandemic with limitations, and limited handling, a regional head, with all his efforts, has tried to maximize services to the community; it is different for regional heads who seem disobedient because they are arrogant, they will be given heavier sanctions. The policy is a consideration made by the central government in this case, the Head of BNPB does not coordinate with the Ministry of Home Affairs to dismiss disloyal regional heads,

3) The policy of regional heads who are not responsible for the tasks assigned given by the central government in handling Covid-19 and PEN, the form of responsibility of a regional head in carrying out his duties or assistance from the central government, is regulated in Government Regulation Number 108 of 200 concerning Procedures for Accountability of Regional Heads. In article two of the PP is regulated as follows. Article 2, paragraph 1 reads that in carrying out their duties and obligations as regional heads, governors, regents, and mayors are responsible to the DPRD. Paragraph 1 reads that in carrying out their duties as representatives of the government, the governor is under and responsible to the President.

If we look at the basis, regional heads feel that those concerned are a form of responsibility to the DPRD or the President directly for those whose duties are as government representatives. So that on this basis, regional heads who carry out their duties are less responsible in carrying out their duties. On the one hand, this can also occur due to the ignorance of a regional head in carrying out his duties so that it is not completed or fails, which results in being considered irresponsible in carrying out his duties. In a problem like this, a leader is needed who must know the condition of followers. As an illustration, the regional head is a follower or executor of the duties of a leader who is chairman of the Covid-19 task force and the head of the PEN task force.

## CONCLUSION

Based on the study in this paper, it can be concluded that the actualization of situational leadership in handling Covid-19 and national economic recovery (PEN) in order to improve people's welfare in the context of realizing a resilient Indonesia can be carried out well in general. Based on hypothesis testing with the assumption that there is a significant influence between the impact of Covid -19 and the recovery of the National Economic on the people's welfare. It shows that situational leadership is expected to be present as a solution to existing problems in taking policies or actions to deal with the pandemic that is still not over and the implementation of PEN in improving people's welfare.

In its implementation, a leader in dealing with problems must adapt to existing conditions; this is especially the readiness of his followers; this is an approach to situational leadership. In addition to the readiness of subordinates, in this case, human resources, there is also a need for clear regulations or rules in the implementation of activities between superiors and subordinates. Coordination, socialization, and education are needed; this is necessary for the implementation of related activities. The similarity of vision and mission so that there is no overlapping of rules in its implementation. With clear regulations, socialization is carried out,

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